

# America's Army

*One Team,  
One Fight,  
One Future*





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# The Global Security Environment Has Changed . . .

## Cold War

- Overarching US-USSR global struggle
- Direct threat to US survival, primacy
- Stable strategic balance
- US-Soviet military conflict unlikely
- Less pervasive media

### Soviet military challenge:

- Ground, air, naval
- Highly institutionalized
- Well-defined patterns
- Well-funded, predictable modernization cycle
- Focus on Central Europe



## Today

- No overarching issue, no single focus
- Multiple, complex threats & challenges
- Balance in flux, uncertain future
- Many possible combat contingencies
- Simultaneous missions across the spectrum of crisis
- "CNN" factor

### Today's military challenges:

- Erratic force structures
- No defined patterns
- "Niche Capabilities"
- Asymmetric Tactics
- No single "cause"

... Suggesting Increased Demand for Land Forces

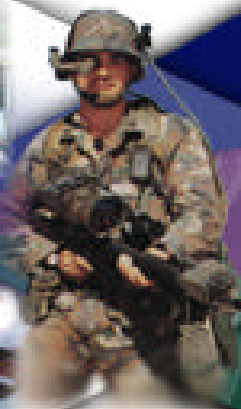
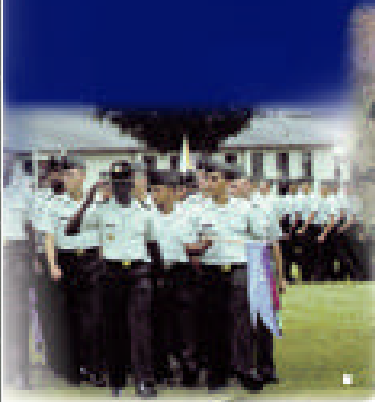


## Our Nation's Strategy Has Changed . . .



### A NATIONAL SECURITY STRATEGY FOR A NEW CENTURY

- Enhance US Security
- Bolster American Economic Prosperity
- Promote Democracy Abroad



**Shape**  
The International  
Security Environment

**Respond**  
To the Full  
Spectrum of Crisis







**Prepare Now**  
To Meet Future  
Challenges

... In Response to the Changing Global Security Arena



# The Army is Changing . . .

## What's Different?

	<u>18th Century</u>		<u>21st Century</u>
<b>America's Role</b>	Isolation	Global Competitor	<b>Global Leader</b>
<b>Response/Train-Up Time</b>	Years	Months	<b>"Come As You Are"</b>
<b>International Strategy</b>	Reluctant	Reactive	<b>Preemptive</b>
<b>The Size and Composition of the Force</b>	Small 	Larger 	<b>Smaller</b> 
<b>Nation's Expectations</b>	 War = Casualties	War = Minimal Casualties	 <b>War ≠ Casualties</b>

... To Accommodate the 21<sup>st</sup> Century New World Order

# This 21<sup>st</sup> Century Army Is Very Busy

## Serving the Nation at home:

- Assisting Local, State, and Federal Agencies
- Chemical Defense Training
- Counter-Drug Operations

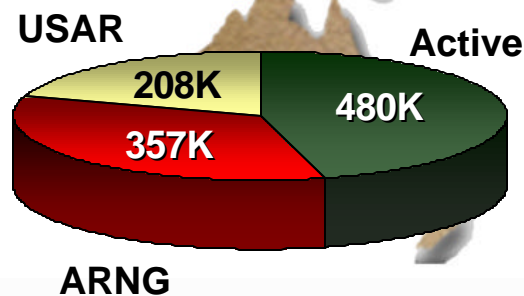
## Reassuring Friends and Allies:

- Korea
- Balkans
- Hurricane Mitch



On any given day, about 144,000 soldiers overseas in 70 countries

Reserve Component = 54%  
The Highest Percentage of the Force Since WWII



300% increase in major Army operations

Army soldiers involved in 32 of 36 contingencies since 1989

## Globally Engaged . . . Meeting the Nation's Needs



# This Very *Busy* Army Must be Flexible . . .

## Army Combat Forces

55% Army National Guard  
45% Active Army

## Army Support Forces

35% Army National Guard  
34% Army Reserve  
31% Active Army

War

Peacekeeping

Disaster Relief

Conflict Resolution

Homeland Defense

Counter-Terrorism

Counter-drug

State Missions

Weapons of Mass  
Destruction (WMD)

National Missile  
Defense (NMD)

. . . To Provide the Nation a Full Range of Options



## Serving in the Balkans from the Very Beginning . . .

### Active, Guard and Reserve Soldiers Serving Together



. . . Sharing Missions, Sharing Risks, Sharing Successes



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## The Essence of the Army -- *Quality People*

★ Serving the Nation Together in Different Ways

★ Led By Competent, Confident Leaders

★ Bound Together By a Common Set of Values

★ Committed to the Preservation of Freedom and Democracy

**Soldiers Are Our  
Credentials**





*One Team One Fight One Future*

# The Secretary of Defense Reinforced the Trend Toward a Seamless Force . . .

RESPONSIBILITY

UNDERSTANDING THE MISSION

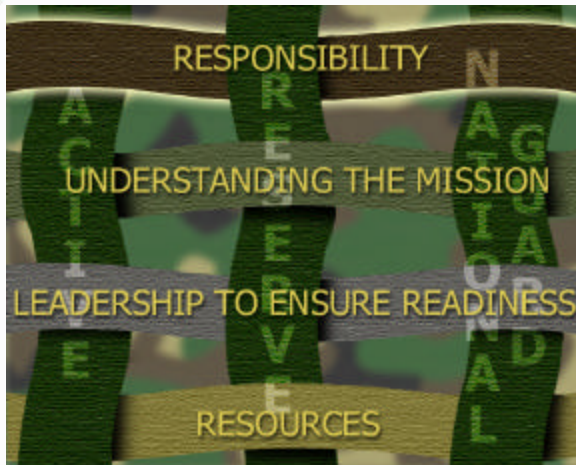
LEADERSHIP TO ENSURE READINESS

RESOURCES

... And the Army Sharpened its Focus



# Responsible, Committed Leadership



Protection of America's Vital Interests Is Our **#1** Priority



***Speaking with One Voice***

- Senior leaders of all components are responsible for the success of the Army - not just their component
- Processes to ensure involvement of all components in decision making have been revitalized
- Leaders at all levels are being "cross-assigned" among the components

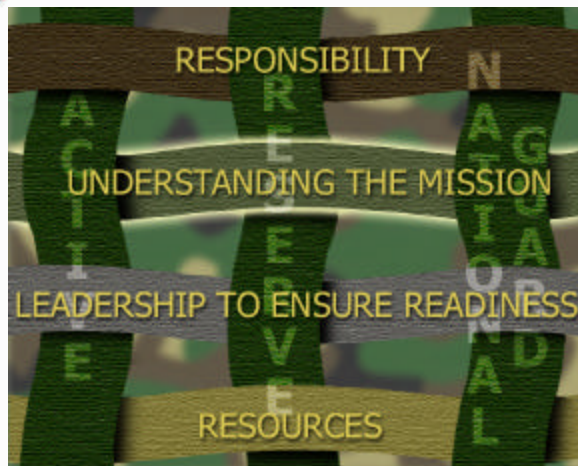
"Today, I declare that we are *The Army*--totally integrated, with a unity of purpose --no longer the Total Army, no longer the One Army. We are *The Army*, and we will march into the 21st century as *The Army*."

--General Eric K. Shinseki,  
Chief of Staff, 22 June 1999

## Implementing Collaborative, Orderly Change



# Understanding the Mission



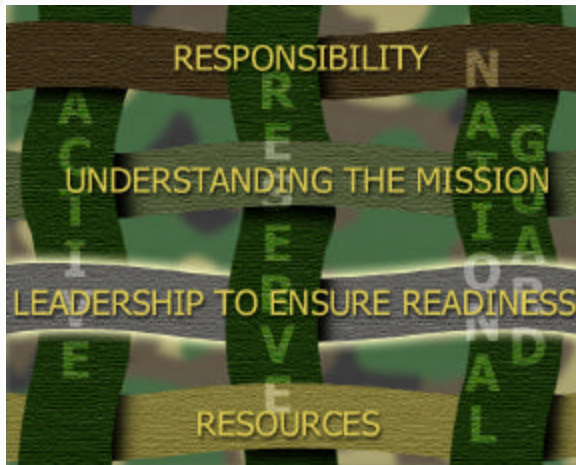
- Clear, mutually understood missions for each unit
- Enhanced missions for the Reserve Component
- Integrating for synergy
- Structuring for success in today's environment



Leveraging the Strengths of Each Component



# Leadership to Ensure Readiness



*“Readiness is Non-Negotiable”*

## Creating a common Army culture

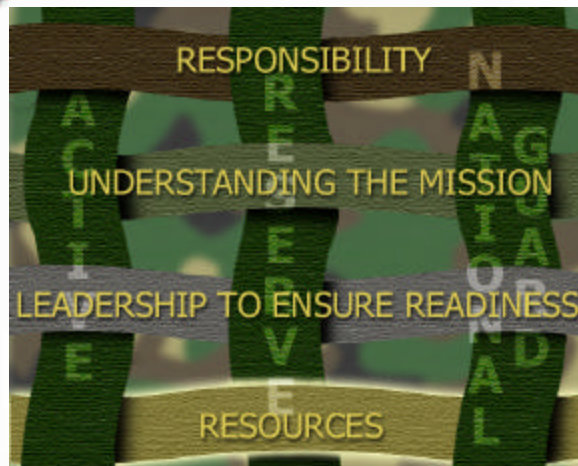
- “Teaming” . . . to plan, train, and execute collaboratively.
- Integrating staffs, conferences, and training to achieve **the Same Standard** for all soldiers
- Expanding...the use of combat training centers



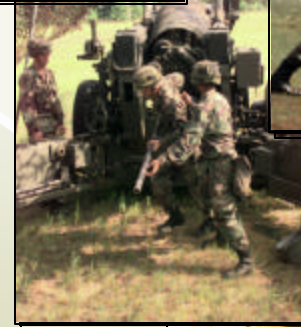
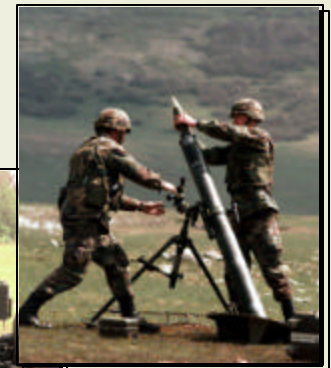
## One Clear, Consistent Standard for the Army



# Resources to Accomplish Assigned Missions



- Resources are applied to components based on mission requirements
- Unprecedented RC modernization - \$21.5 billion since 1992
- Resource decision making is a fully integrated process
- Sharing resources in a constrained environment to mitigate risk



**Sustained, Predictable, Balanced**



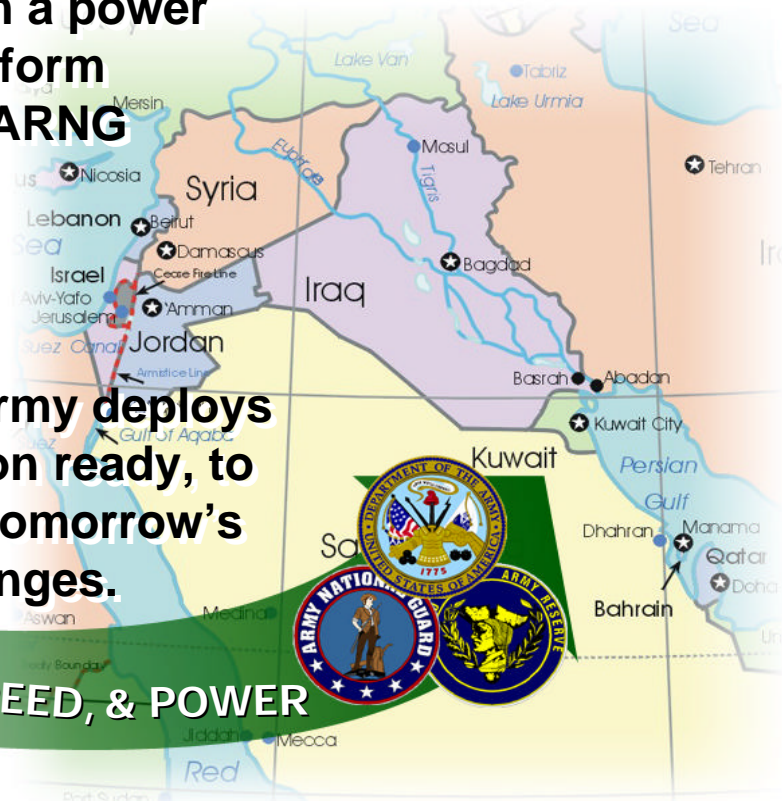
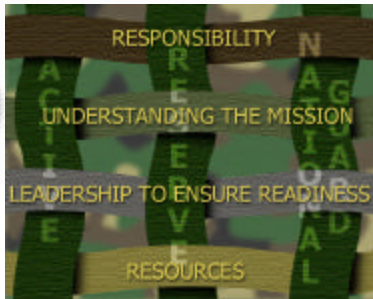
# Today's Initiatives will Lead to Tomorrow's Seamless Army . . .

Launched from a power projection platform supported by ARNG & USAR units.

The Army deploys mission ready, to meet tomorrow's challenges.

Departs from a port of embarkation managed by USAR units.

## A Full Spectrum Force . . . Meeting the Uncertain Requirements of an Unstable World





One Team One Fight One Future

# The United States Army

## A Clear Vision for the Future

*Rooted in the Militia Tradition  
of Colonial Times –  
Centuries of Selfless Service  
to our Nation . . .*

*America's Sons & Daughters*

**Loyalty**

**Duty**

**Respect**

**Selfless  
Service**

**Honor**

**Integrity**

**Personal  
Courage**

**Seamless, Integrated Landpower for the 21st Century**



# Active/Guard/Reserve Integration Initiatives

**49th Armored Division  
Deployment to Bosnia**

**Active/National Guard  
Integrated Divisions**

**Teaming**

**Multi-Component  
Units**

**Active/Reserve  
Command Exchanges**

**Total Army  
School System**

**National Guard  
Division Redesign**

**Leveraging Strengths for a Better Army**



## Active/Reserve Battalion Command Exchange Program



- TAG, Louisiana requests AC commander for 1-141 Field Artillery (1996-98)
- Success resulted in requests from two other TAGs
  - Iowa: 1-113 Cavalry
  - California: 40th Division Artillery

- Chief of Staff, Army directed establishment of a command exchange program involving all components
- Will expand to 6 AC units, 4 ARNG and 2 USAR units by FY01
- Promotes “cross-component fertilization” and a common Army culture





- **Army has a significant shortfall in the CS/CSS units needed to execute 2 MTWs**
- **SECARMY approved a plan to convert some ARNG combat structure to CS/CSS**
- **Twelve combat brigades (and their support slice) will be converted by FY09**
- **Required equipment will be procured by FY07**
- **CS/CSS requirements will be revalidated periodically by Total Army Analysis**
- **Conversion significantly improves the Army's ability to perform the National Military Strategy**





## Teaming

- **Division Teaming** - A pilot program which pairs an ARNG Division with a similar active Division
- **Provides additional/better training opportunities for both organizations**
- **Allows one division to support the other division in mission performance**
  - **Peacetime or wartime**
  - **Home or abroad**
  - **Personnel or equipment requirements**



**1st Cavalry Division**  
Ft Hood, TX



**49th Armored Division**  
Austin, TX



**10th Mountain Division**  
Ft Drum, NY



**29th Infantry Division (Light)**  
Ft Belvoir, VA



**4th Infantry Division (Mech)**  
Ft Hood, TX



**40th Infantry Division (Mech)**  
Los Alamitos, CA



**3rd Infantry Division (Mech)**  
Ft Stewart, GA



**28th Infantry Division (Mech)**  
Harrisburg, PA

- **Planning is underway to expand the Teaming Program to other divisions, and eventually, to other types of units across all components.**

## Merging an Active Culture and a Reserve Culture into an Army Culture



- Traditionally, the RC has maintained schools to retrain soldiers without requiring long periods of active duty at Army service schools
- TRADOC is currently merging AC and RC schools into a Total Army School System (TASS) with:
  - All schools accredited against one standard
  - All instructors validated against a common standard
  - Standard programs of instruction
- TASS will result in a true “one standard” Army
- TRADOC has created a 2-star Deputy Chief of Staff for Education to energize and oversee the conversion process .





# Multi-Component Units

## Multi-Component Unit:

A unit which, on a single document, is authorized personnel from more than one Army component.

## Objectives:

- Improve readiness & resource posture
- Optimize unique capabilities of each component
- Facilitate an integrated Army culture

## Total Army Analysis of Requirements for FY05:

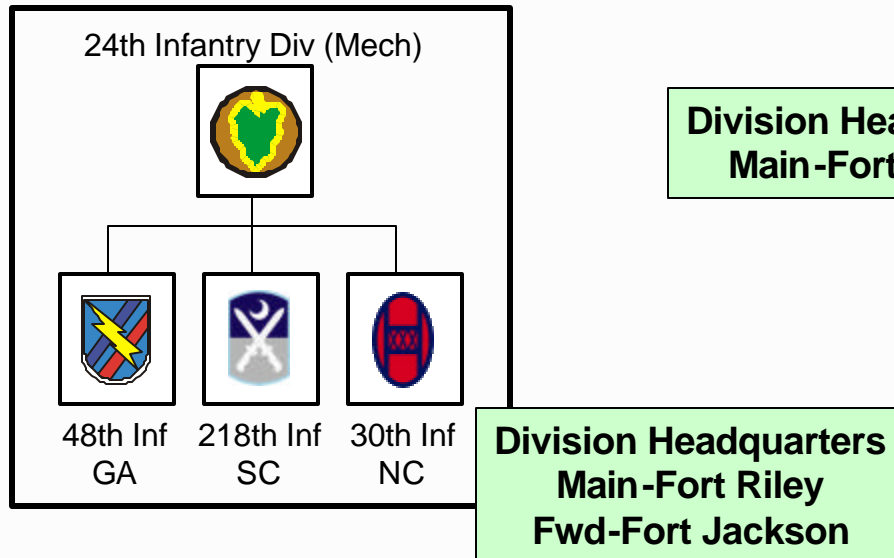
- Identified 12 units as a testbed to validate policies and procedures for fielding multi-component units



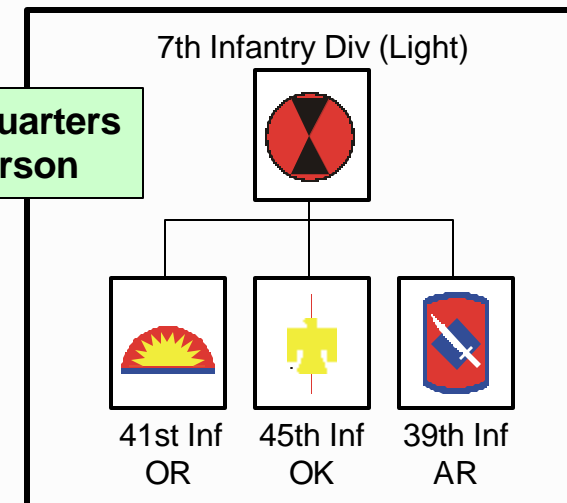


# AC/ARNG Integrated Division Study

## Heavy Division



## Light Division



- The Army is activating two active component division headquarters commanded by an active Major General.
- Each division has peacetime command of three Army National Guard enhanced Separate Brigades (as shown above).
- The program is designed to enhance premobilization training and reduce post-mobilization training time.
- The brigades will maintain their current wartime missions. As currently organized, the division will not deploy as a division—although this option will be considered in the future.



- **HQ, 49th Armored Division, will take command of Task Force Eagle in March 2000**
  - **US 3rd Armored Cavalry Regiment**
  - **Russian Brigade**
  - **Turkish Brigade**
  - **Nordic-Polish Brigade**
- **49th is currently training/preparing for the mission in coordination with 1st Cavalry Division (currently commanding TF Eagle)**
  - **Counterpart coordination**
  - **Video teleconferences**
  - **Visits to Bosnia**
  - **Staff exercises**





## For More Information Visit these Army Home Pages

### Active/Reserve Component Integration

<http://www.paed.army.mil/acrc>



### Army Strategic Communications

<http://www.hqda.army.mil/scpd>



### United States Army

<http://www.army.mil>



### United States Army Reserve

<http://www.army.mil/usar>



### Army National Guard of the United States

<http://www.arng.ngb.army.mil/>

